

Town of Leesburg *Virginia*



ANNUAL REPORT FISCAL YEAR 2003

HISTORY

The Town of Leesburg, founded in 1758, is one of Virginia's most attractive communities. As the seat of government for the country's third fastest growing county, Leesburg has been successful at preserving its heritage, while embracing the advantages of being close to the nation's capital.

GOVERNMENT

The Town of Leesburg has been organized under the Council-Manager form of government since 1962. The Council-Manager form of government is a system of local government that combines strong political leadership of elected officials with strong managerial experience of an appointed local government manager. Because political power is concentrated in the entire seven-member Town Council, citizens have an opportunity to be elected to a position in which they have significant influence over the future of their community.

Leesburg's Town Government Center or "Town Hall" is located at 25 West Market Street in the Historic District. Offices are open from 8:30 a.m. to 5 p.m. Monday thru Friday.

The Government Center is adjacent to the town's three level public parking garage that is accessible from both Market and Loudoun Streets. Parking is free on the weekends, holidays, and for the first two hours that you park there during the week after that, it is 50 cents per hour.



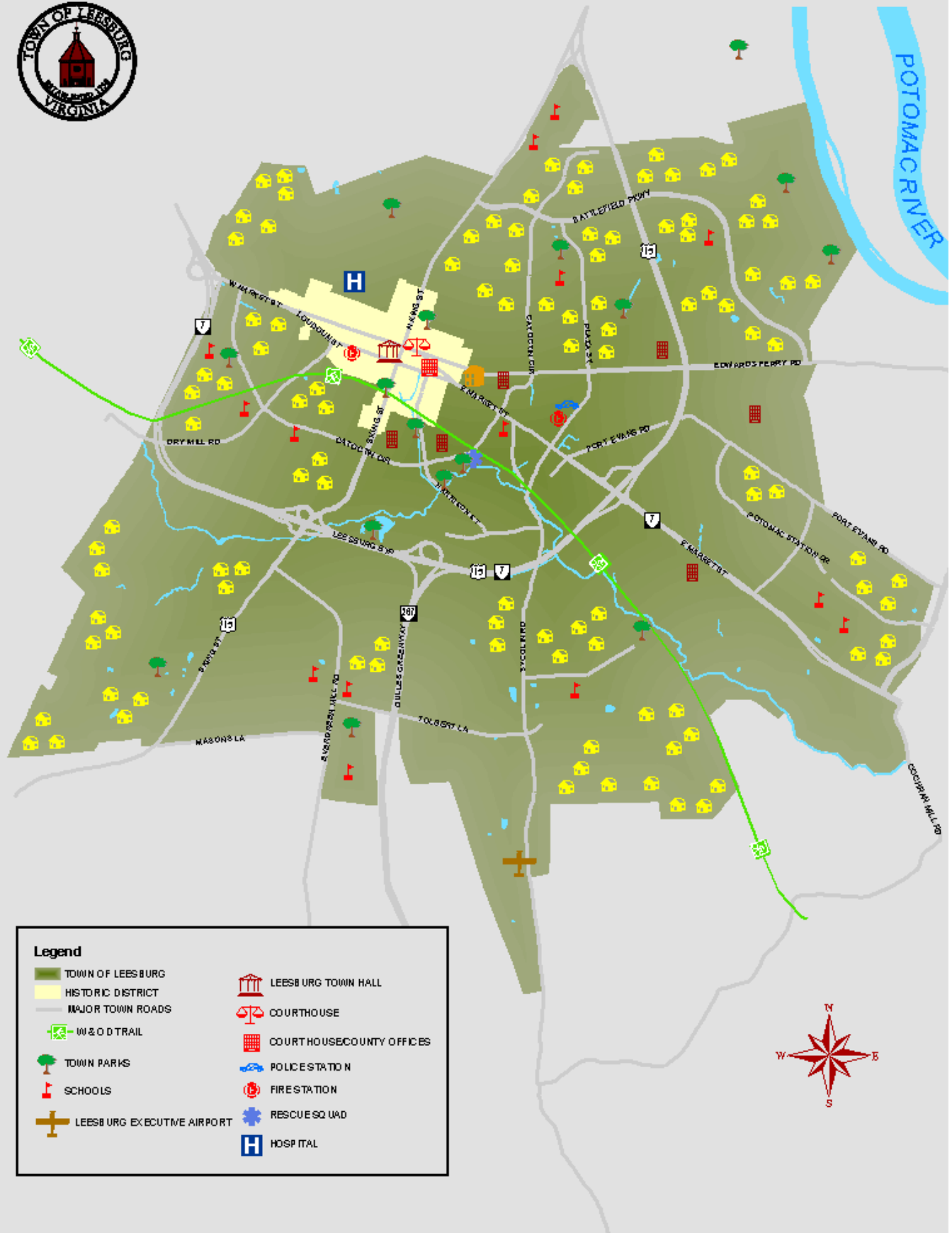
DEMOGRAPHICS

Population
34,470

Square Miles
12.32

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Legend

- | | |
|----------------------------|----------------------------|
| TOWN OF LEESBURG | LEESBURG TOWN HALL |
| HISTORIC DISTRICT | COURTHOUSE |
| MAJOR TOWN ROADS | COURT HOUSE/COUNTY OFFICES |
| W & O TRAIL | POLICE STATION |
| TOWN PARKS | FIRE STATION |
| SCHOOLS | RESCUE SQUAD |
| LEESBURG EXECUTIVE AIRPORT | HOSPITAL |



DOWNTOWN LEESBURG





Biographical Information

Robert S. Noe, Jr. has served as Town Manager of the Town of Leesburg, Virginia since September 1999.

Mr. Noe has more than 30 years of local government management experience in Virginia and Florida. This includes service as the City Manager of Tamarac, Florida, the City Manager of Hollywood, Florida, the County Executive of Prince William County, Virginia, and the Town Manager, of Herndon, Virginia.

Mr. Noe was born in Norfolk, Virginia and raised in North Carolina. After attending public school in Elkin, North Carolina, he earned both a Bachelor of Arts degree in Political Science and Masters of Public Administration degree from the University of North Carolina, Chapel Hill. He is also a graduate of the Senior Executive Institute of the University of Virginia.

Mr. Noe is married and has a daughter.

Message from the Town Manager

On behalf of the Town of Leesburg, our Mayor, Council and staff, I am pleased to present the FY 2003 Annual Report. This report highlights our accomplishments, provides general information about town government, and a directory of town services.

As our population continues to grow, the demand for town services expands. Our challenge is to maximize the use of available resources to meet as many of the service needs of the community as possible.

Through the leadership of the Mayor, Town Council and advisory commissions we have accomplished much in FY 2003.

Safety and security are the basic services any government provides. The town has been developing, refining and testing our plans to respond to emergencies. In addition, we have obtained essential resources to protect our first responders and deal with an emergency.

Economic development and tourism play a vital role in the growth and vitality of the town. In FY 2003, a Business Development Strategy was prepared, and a downtown visitor center was created to provide information on attractions and events in Leesburg.

We continue to work on improving the efficiency of service delivery. Several technological initiatives have been implemented and are under development to increase efficiency and customer service. These include an option for residents to pay their taxes and utility bills electronically and refinements to the town web site that have improved performance and the timely updating of information.

We continue to maintain and expand our town infrastructure. During FY 2003, we completed expansion of the Ida Lee Recreation Center and opened Freedom Park, completed work on Catoctin Circle, and improvements to the airport and water treatment plant.

The key to the success of any organization is a well trained and highly motivated workforce. As members of our high performance organization, our town employees continue to demonstrate leadership and dedication to providing services better, faster and cheaper.

I invite you to read this annual report for FY 2003. If you have questions or suggestions, please give us a call.

R. S. Noe, Jr.



MAYOR AND COUNCIL

Vice Mayor Mervin V. Jackson, David B. Schmidt, Mayor Kristen C. Umstattd, Fernando "Marty" Martinez, Melinda H. Kramer, Robert J. Zoldos, James F. "Frank" Buttery

Message from the Mayor

This annual report highlights our major accomplishments in FY 2003 (July 1, 2002 - June 30, 2003) and shows how your town government works to maintain and improve our quality of life. Over the past year, Leesburg has worked hard to maintain its high level of service in economically difficult times.

We have invested in public safety through increased funding of the police department and contributions made to our local fire and rescue services, strengthened our neighborhoods with capital investments in our older neighborhoods and improved our growth management tools by adopting changes to the town's Zoning Ordinance.

What has been accomplished during FY 2003 is a direct result of the leadership of your Town Council and the dedicated work of our town employees. Through meetings of the Town Council and the appointed town boards and commissions, citizens have the opportunity throughout the year to provide input for the town's future direction. The Town Council and I encourage you to attend meetings and become involved in your town government.

BOARDS AND COMMISSIONS

Airport Commission - Stephen Axeman, Chair

This seven member commission provides overall direction for the Leesburg Executive Airport in the areas of policy, procedures, operations, budgetary and economic development activities. The commission meets the third Tuesday of each month at 7:30 P.M. in the BP Amoco Room at Town Hall.

Accomplishments The Airport Commission oversaw the completion of the north apron expansion, west side safety area, and started a financial analysis for the potential of developing corporate hangars.

Balch Library Advisory Commission - James P. Roberts, Chair

This seven member commission sets the goals for the library, provides direction in the areas of policy, operations, and budgets, and coordinates fund raising and marketing activities for the library. The commission meets the second Wednesday of each month at 7 P.M. at the Balch Library.

Accomplishments The Board advised the Town Council on changing user fees for library meeting rooms; developed a World War II display in conjunction with the Friends of the Balch Library, and hosted the History Awards.

Board of Architectural Review - Richard Forbes, Chair

This seven member board is responsible for implementing the town's Historic District Regulations. This includes reviewing and deciding on exterior alterations or relocations, demolition, and new construction in the historic district, maintaining a list of structures, sites, and areas of historical significance, recommending sites for inclusion in the historic district, and establishing new districts or landmark sites. The board meets the third Monday of each month at 7:30 P.M. in the Town Council Chambers.

Accomplishments The Board approved revisions to the Old and Historic District guidelines to include criteria for reviewing paint color for properties in the Historic District; distributed a revised Board of Architectural Review brochure in the Old and Historic District and a letter noting changes to zoning ordinances including paint color review and administrative review of fences and paving; reviewed 128 applications; secured a grant to produce a self-guided Walking Tour booklet of the Historic District; and held a seminar on tax certification for historic properties and materials for restoring historic structures.

Board of Zoning Appeals - John Pumphrey, Chair

This five member board is appointed by the Circuit Court Judge and is responsible for hearing and deciding appeals of administrative and Zoning Administrator decisions, and to authorize variances from the terms of the Zoning Ordinance. The board meets the first Monday of each month at 7:30 p.m. in the Town Council Chambers.

Accomplishments The Board held 9 public meetings and heard 7 appeal cases. The cases included 6 variance applications and 1 appeal of a Zoning Administrator's decision.

Cable Television Advisory Commission - Chuck Shotton, Chair

This seven member commission is responsible for oversight and review of cable system operations and rates, advising the town on compliance of the cable provider with the cable contract, encouraging diverse use of the public access channels, and pursuing funding opportunities for local programming. The commission meets the second Monday of each month at 7:30 p.m. in the Town Council Chambers in Town Hall.

Accomplishments The Commission monitored the cable television industry and the open access issue, assisted subscribers with disputes over cable service, monitored the progress of the franchisee in meeting town network construction and implementation of a local audio/video alert system. The Commission assisted with the design and installation of a major audio/visual upgrade of the Town Council chamber to improve the quality of Town Council and Planning Commission broadcasts over Channel 2. This project was fully funded by the cable franchisee as a part of the franchise agreement.

BOARDS AND COMMISSIONS

(Continued)

Economic Development Commission - Karen U. Jones, Chair

This seven member commission advises the Town Council on policies that promote economic development and works to retain and expand existing businesses, attract/recruit desirable new businesses and enhance economic activities that will benefit local businesses and residents. The commission meets the third Wednesday of each month at 7:00 p.m. in the BP Amoco Room on the lower level meeting room of Town Hall.

Accomplishments The commission oversaw the completion and Council endorsement of the Business Development Strategy for Leesburg and has spearheaded the implementation of the recommendations, and coordinating initiatives by other town commissions and community organizations. Projects resulting from the report's recommendations include the Wayfinding Sign System, the formation of the Leesburg Downtown Business Association, the development of unified tourism marketing materials, and the parking management study. The commission held 11 regular meetings and 5 special meetings and one strategic planning session.

Environmental Advisory Commission - Bill Replogle, Chair

This seven member commission provides input on environmental issues affecting the town, promotes public interest in general improvement of the environment, and administers an annual environmental awards program for conservation and beautification projects. The commission meets the third Wednesday of each month at 7:30 p.m. in the second floor conference room of Town Hall.

Accomplishments The commission reviewed the 20-Year Parks & Recreation Plan and the Veterans Park at Ball's Bluff Draft Master Plan, administered the John W. Tolbert, Jr. Environmental Awards Program, recommended to the Council an ordinance for business and commercial recycling, participated in the Loudoun Environmental Indicators Project (LEIP), participated with the Loudoun Watershed Watch, and developed a public awareness marketing plan regarding the commission.

Information Technology Commission - Michael R. Rogers, II, Chair

This seven member commission provides recommendations to the council on the town's information systems and operation of the Department of Information Technology. The commission meets the first Wednesday of each month at 7:30 p.m. in the second floor meeting room of Town Hall

Accomplishments The Board was instrumental in the development of the policy and procedures for wireless Internet providers servicing the town.

Planning Commission - Clifton Vaughn, Chair

This seven member commission provides the Town Council on all matters related to the orderly growth and development of the town. This includes amendments to the Zoning Ordinance, recommendations regarding Zoning Map and proffer amendments, Comprehensive Plan review every five years, review and recommendations to the Town Council on all special exception requests, and issuance of commission permits for roads, parks and public structures not within the Town Plan. The commission meets the first and third Thursdays of each month at 7:00 p.m. in the Town Council Chambers.

Accomplishments The commission reviewed 19 development plans, 8 special exceptions, 1 rezoning application, and 3 zoning ordinance amendments, rewrote the Zoning Ordinance, amended the Design and Construction Standards Manual, and reviewed the Capital Improvements Program, the User Fee Study, the 20-year Parks and Recreation Plan and the Balls Bluff Park Master Plan.

BOARDS AND COMMISSIONS

(Continued)

Parks and Recreation Advisory Commission - Sidney Lord, Chair

This seven member commission solicits citizen input and provides recommendations to the Town Council on development and use of Ida Lee Municipal Park. The commission meets the second Saturday of each month at 7:30 a.m. in the lower level conference room of Town Hall.

Accomplishments The commission reviewed and recommended Town Council approval of the 20-Year Comprehensive Plan for Parks, Recreation, Open Space, Trails, and Greenways and the Master Plan for Veterans Park at Balls Bluff. In November 2002, the Council approved the plans.

Tree Commission - William W. Wolf, Chair

This seven member commission developed a tree management program to include tree preservation and enhancement ordinances and, provides technical information for professional groups and the public for tree preservation, and serves as an advocate for increasing the tree canopy in the community. The commission meets the third Monday of each month at 7:30 p.m. in the lower level meeting room of Town Hall.

Accomplishments The commission provided the Council with recommendations on replanting trees in the Route 15 Corridor, distributed 1,500 tree seedlings during the Leesburg Flower and Garden Festival, and provided support for the 15th Annual Arbor Day Event.

Leesburg Standing Residential Traffic Committee - Liz Whiting, Chair

This seven member committee was created to assist the Town Council in implementing the recommendations of the September 2000 Residential Traffic Task Force Report.

Accomplishments In FY 2003, three pilot projects identified in the report were approved for construction and committee recommendations resulted in installation of protective measures for pedestrians in four additional locations. The committee also analyzed requests for traffic calming measures from citizens and as referred by the Town Council.

TOWN COUNCIL

The Town Council functions as the town's legislative body. The Council includes a Mayor and six Council members. The Council meets in regular session the second and fourth Tuesdays of each month.

Kristen C. Umstattd, Mayor

Mervin V. Jackson, Vice Mayor

Councilmembers

James F. "Frank" Buttery, Jr.

Melinda H. Kramer

Fernando "Marty" Martinez

David B. Schmidt

Robert J. Zoldos

MAJOR ACCOMPLISHMENTS

Legislative Priorities Developed priorities for the 2002-2004 term after participating in a retreat with management staff.

Zoning Ordinance Adopted a major revision to the Zoning Ordinance to implement and be consistent with the goals of the Town Plan.

Amended the Zoning Ordinance to allow Wireless Internet Service Providers as a home occupation.

Loudoun Street Addition Selected an architect for the Loudoun Street addition to the Town Government Center.

Capital Improvement Projects Dedicated major projects to include the Ida Lee Recreation Center expansion, Freedom Park, Fairview Street and Catoctin Circle improvements.

CLERK OF COUNCIL

The Clerk of Council prepares and distributes all Council agendas. The Clerk attends Council meetings and prepares minutes of Council pro-



ceedings, maintains a record of all legislation and resolutions adopted by the Council for access to the public and town staff. The Clerk maintains the Town Code and serves as the town's Records Manager.

Judy Ahalt, Clerk of Council

MAJOR ACCOMPLISHMENTS

Supplement No. 25 Published Supplement No. 25 to the Town Code.

Town Code Automation Automated the distribution process for the Town Code by providing electronic copies to town staff. Maintained the database for researching resolutions and ordinances.

Records Management Continued with Phase II of the town-wide project to implement a records management system that will reduce document storage space and the time required to access archived documents.

Continuing Education Completed Virginia Municipal Clerk's Institute training program and obtained Certified Municipal Clerk Certification.

Municipal Clerk's Association Conference Served on committee to host the 2003 Virginia Municipal Clerk's Association conference.

TOWN MANAGER

The Town Manager is the chief administrative officer of the town and is responsible for enforcing all ordinances and resolutions, supervising town functions and advising the Council on financial policy matters. The Town Manager serves at the pleasure of the Town Council

MAJOR ACCOMPLISHMENTS

Priorities Assisted the Town Council in outlining critical issues facing town government and setting priorities for their 2002-2004 term.

Training Continued to provide high quality training opportunities for management staff through the University of Virginia LEAD Program.

Council Chamber Audio/Visual Upgrade Managed the design and installation of audio-visual improvements in the Town Council chambers to enhance presentations and facilitate citizen/Council interactions on town issues. This project was fully funded by the cable franchisee as a part of the franchise agreement.

Citizen Survey Conducted the town's first online citizen survey of town services and used the results to improve customer satisfaction.

Space Needs Analysis Completed an analysis of current and future space needs in the Town Government Center.

Citizen Publications Disseminated periodic updates to citizens on town roads, parks, and drainage projects through the Capital Improvements Newsletter; worked with other Northern Virginia governments to distribute the Home Guide to Emergency Preparedness, and published a guide to town services.

Emergency Preparedness Began development of a Town Emergency Response Plan and participated in a countywide disaster exercise.

THOMAS BALCH LIBRARY

The Thomas Balch Library is a public research library and archive serving patrons interested in local history and genealogy.



MAJOR ACCOMPLISHMENTS

Patronage Increased the use of the library by 34% during the year.

Balch Column Created a new event flier which is distributed to individuals, other libraries, and organizations providing information on activities, classes, and events at the library.

Web Site Added a section to the Balch Library page of the town web site allowing patrons to access cemetery data online.

PUBLIC SAFETY

The Leesburg Police Department is a full service law enforcement agency that emphasizes the philosophy of community policing. The department employs 64 police officers and 16 support staff who provide law enforcement and crime prevention activities to the town. The department is located at the Public Safety Center, 65 Plaza Street, N.E. and is open 24-hours-a day, seven days a week. The department can be reached for non-emergency calls at 703-771-4500 or at 911 for emergencies.

MAJOR ACCOMPLISHMENTS:

800 MHZ Radio System Completed Phase II of the Technology Enhancement Program with the installation of the 800 Mhz radio system. This will complement the computer technology that is already in place.

Emergency Operations Trained all officers in emergency operations response and equipped the officers with Personal Protection Equipment.

Silent Partner Alert Program Initiated the Silent Partner Alert Community Notification Program to all community members to receive alerts about crime, missing persons, or other emergency situations on any internet based communications device.

Traffic Complaints Implemented a Comprehensive Traffic Complaint Process that enables citizens to inform the department of traffic issues and receive department response in a timely manner.

Deployment Program Initiated a revised deployment program designed to maximize the assignment of officers to the times and locations where the need is greatest.

Accreditation Reviews Completed the updating and revision of department policies and procedures in anticipation of accreditation reviews in FY 2004.

Computer Forensics Initiated a computer forensic capability that will increase timeliness and investigative resources.

Career Development Program Initiated Career Development Program designed to enhance employee productivity, retention, and advancement.

Special Events Provided police support to 20 special events coordinated by the town.

Mobile Command Vehicle The vehicle enhances the town's emergency response capability with the development of the town emergency response plan and Communications Center to better coordinate field emergency response operations. The vehicle was funded by a federal grant and can also be used to support emergency operations in the county.



STATISTICAL DATA

Calls for Service	29,400
Felony Cases	906
Emergency Response Time	2 min. 22 sec.
Non-emergency response	8 min. 45 sec.
Crime rate per 100,000	8,541
Traffic accidents	460
Traffic Studies	28
Crime Prevention Surveys	12
Youth Based Outreach Programs	6

PARKS AND RECREATION

The Town of Leesburg has 14 public parks totaling 329 acres. The largest is Ida Lee Park which is 138 acres and is located on North King Street. The Ida Lee Park Recreation Center features a full range of recreational services including two indoor pools, spa, gymnasium, fitness room, meeting rooms, racquetball courts, aerobics studio, and child care center. The department offers hundreds of classes, activities and special events for all ages.

MAJOR ACCOMPLISHMENTS

Ida Lee Expansion Completed expansion of the recreation center in November 2002. This includes an enlarged fitness center, warm water pool, two racquetball courts, aerobics studio, pre-school rooms,



additional classroom and locker room space, and a social hall with a catering kitchen.

Freedom Park Opened in April 2003. The park includes 2 baseball fields, 2 softball fields, a soccer/football field, and a field house that includes concessions, restrooms and storage.



New Programs Initiated an NFL Flag Football League, instructional tennis program, kids triathlon, created an all day K-Kids camp for kindergarten children, and therapy classes at the new warm water pool.

Skate Park Hosted six competitions at the Skate-Park that included trick bikes, in-line skates, and skateboards.



Ida Lee Registration Process Streamlined the process for class registration and established a tennis court registration program that also is coordinated with child care hours at Ida Lee Recreation Center.

Special Events Hosted the Annual Flower and Garden Festival, Fourth of July Celebration, A Day in the Park, and Holidays in Leesburg special events.

Disadvantaged Youth Partnered with the United Way to provide summer camp experiences for disadvantaged youth.

STATISTICAL DATA

Days Ida Lee Recreation Center Open	335
Days SkatePark Open	344
Hours Tennis Courts Available	9,984
New Ida Lee Rec. Ctr. Passes Issued	1,500
Ida Rec. Ctr. Passes Renewed	1,200
Classes Offered:	
Recreation	250
Sports	310
Aquatics	1,400
Special Events Offered	4
Camps Offered	54
Pre-School Programs	2

ENGINEERING & PUBLIC WORKS

The Department of Engineering & Public Works is responsible for review of development plans submitted to the town, inspection of public facility installation, maintenance of town streets and street lights, storm drainage, maintenance of town equipment, maintenance of town buildings and property, refuse collection and recycling, and management of capital projects.

MAJOR ACCOMPLISHMENTS

Inspections Program Reorganized the inspection workload management system and initiated new inspection procedures designed to expedite the inspection process.

Streetlights Coordinated the installation of 51 new streetlights in subdivisions.

Roads and Bridges Conducted the update of street and bridge inspections.

Control System Installed a control system for traffic signals giving priority for Fire Emergency Vehicles at Plaza Street and East Market Street.

Traffic Signals Coordinated the installation of traffic signals at the Loudoun County Fire and Rescue Squad and W&OD Regional Park Trail.

Installed pedestrian flashing warning lights on Catoctin Circle in front of the U.S. Post Office and streetlights on Bradfield Drive in the Country Club subdivision.



Debris Removal Collected and disposed of debris, brush and limbs after the two major wind storms and an ice storm this year.

Repairs Replaced bridge decking at Raflo Park, installed steps and sidewalks at Ida Lee Farmhouse, and installed brick sidewalks on Cornwall Street near the courthouse.

Snow Removal Conducted snow removal operations throughout the winter, including the massive President's Day snowstorm.

Leaf Collection Collected over 180 truckloads of leaves during the Fall Leaf Pickup Program.

Sign Maintenance Initiated an accelerated sign maintenance program.

Refuse Collection Administered the refuse collection contract that resulted in over 1,008,000 trash pickups during the year.

Equipment Maintenance Initiated a daily check program that emphasizes staff checking all mechanical and safety functions of their equipment prior to beginning work.

Capital Projects Completed work on the Fairview Street and Catoctin Circle Widening projects and initiated construction on the East Market Street widening project.

Special Events Provided support for 20 special events in the town during the year.

STATISTICAL DATA

Number of Lane Miles Maintained	186
Number of Brush Removal Responses	7,500
Engineering Reviews of Plans and Plats	623
Right-of-Way Permits Issued	135
Traffic Light Repairs	180
Automobiles Serviced	360
Diesel Engine Vehicles Serviced	120

HUMAN RESOURCES

Human Resources is responsible for recruiting the best qualified candidates for position vacancies, administering employee benefits, managing the employee training and development programs, administering the pay and compensation programs, and administering the town's human resources policies and administrative regulations.

MAJOR ACCOMPLISHMENTS

Customer Service Program Initiated a customer service program based upon a series of focus groups made up of town citizens and professional clients who provided feedback on town services. This feedback resulted in a training program for town employees and the creation of a Customer Service Committee to identify ways of providing town services faster, better and cheaper. Provided oral and written translation services to the Finance Department to assist with the increased Hispanic population in the town.

Safety & Health Committee Revitalized the employees' Safety and Health Committee to update 12 training modules covering topics ranging from drug and alcohol awareness and confined space to defensive driving. Took action to increase security in Town Hall and provided employees with information on evacuation and emergency measures.

Cultural Diversity Coordinated a series of cultural awareness programs for town employees including seminars and celebrations recognizing Black History, Women's History, Hispanic Heritage, Asian-Pacific Heritage, and Persian Pride. Also, conducted conversational Spanish classes for 36 town employees to improve communication skills with town customers.

Performance Evaluation System Designed and implemented a revised merit-based employee performance evaluation system linking town-wide and departmental goals and objectives with individual employee work and learning objectives.

Computer Training Center In coordination with the Information Technology Department, created a Computer Training Center for town employees at Town Hall.

Employee Training and Development Provided a wide variety of training and enrichment programs for town employees including Leadership Training, Customer Service, Computer classes, and Financial, Housing and Retirement Planning seminars.



New Health Care Provider In coordination with the Finance Department, analyzed the costs and benefits of our health insurance program and replaced it with a new, more diversified health care provider, United Health Care, effective September 1, 2003. The new healthcare contract should save significant money for the town in health insurance premiums while providing more comprehensive coverage for employees.

Employee Recognition In coordination with the Employee Advisory Committee, developed and implemented the Innovation, Safety and Customer Service Award program.

STATISTICAL DATA

Full Time Employees	295
Part Time Employees (with benefits)	9
Part Time Employees (no benefits) (primarily in Parks & Recreation)	281
Full Time Positions Recruited	55
Number of Job Applications Received	2,414
New Full Time Employees Hired	51
Full Time Employee Separations (includes resignations, retirements & terminations)	26
Attrition Rate	8%

INFORMATION TECHNOLOGY

The Department of Information Technology provides direction, training, support, and controls necessary resources to effectively use the town's computers, systems, networks, Geographic Information Systems (GIS), telecommunications, and related technological resources.

MAJOR ACCOMPLISHMENTS

Network Connectivity Completed universal connectivity between town facilities via fiber optics, using a wireless technology.

Finance Data Supported efforts by the Office of Management & Budget to provide increased access to finance data by all town departments.

Web Master Hired a Web Master to increase the town's web presence and eliminate the cost of contractual maintenance and operations.

Parks & Recreation Registration Process Installed and maintained computer system (Rectrac) for Parks & Recreation Department to increase the efficiency of class registration, revenue collection, and facility scheduling and use.

Records Management Continued implementation of the records management system reducing the space needed for file storage and allowing faster retrieval of information to respond to citizens' request for information.

Council Chamber Audiovisual System Managed the successful installation of a state of the art audiovisual system in the Council Chamber. The system was funded by the cable franchisee as part of their franchise agreement.



Geographic Information System Continued implementation of the town's Geographic Information System to improve mapping and statistical data capabilities. This system will give town staff the ability to access many layers of land use information. The system will also allow the Police Department to map where crimes are occurring and conduct analysis faster, in order to solve crimes.

Water Meter Reading Successfully completed the installation of the automated water meter reading system.

Programs Installed Completed installation of the Custom 404, Police Traffic Reporting Form, Library Cemetery Database Search, and Multiple File System Reading software.

STATISTICAL DATA

Local Area Networks	9
Locations Supported	9
Servers Supported	17
Personal Computers Supported	239
Number of Email Accounts	280
Number of Emails Sent	600,000
Number of Telephones Supported	209

ECONOMIC DEVELOPMENT AND TOURISM

The Department of Economic Development and Tourism conducts a comprehensive economic development program to ensure the economic vitality and stability of the town by attracting quality businesses resulting in an increased and diversified commercial tax base while retaining the town's historic hometown atmosphere.

MAJOR ACCOMPLISHMENTS

Business Development Strategy Commissioned and began implementation of the Business Development Strategy, which identified key issues facing the town's future development and formulated a 10-year plan to address those issues. The strategies encompass preserving and enhancing the historic character of Leesburg, growing the town's business base, redeveloping older commercial areas, creating a unified tourism image for the town and organizing for future development.

Wayfinding Sign System Completed the design of the new comprehensive Wayfinding Sign System. This new sign system, consisting of a three-tier hierarchy of signs, will welcome visitors to Leesburg, orient them within town and guide them to their desired destinations. A variety of supplemental signs designed to coordinate visually with the wayfinding signs will also be developed.

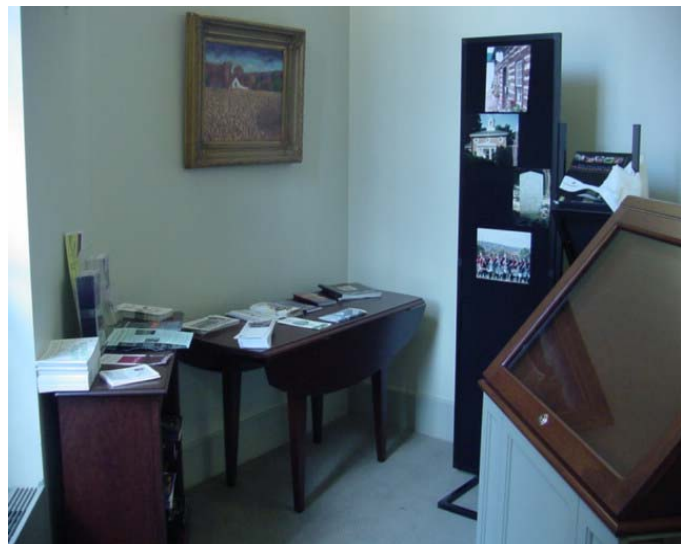


Business Outreach Program:

2nd Annual Business Appreciation Awards Reception In October 2002, the Economic Development Commission hosted the 2nd annual Business Appreciation Awards Reception. Seven businesses were honored for their contributions to the town's business community at this function, in three award categories: New Business Award, Heritage Award and the Corporate Citizen (The George C. Marshall) Award.

2nd Annual Business Forum In June 2003, the EDC hosted the 2nd annual Business Forum. Presentations included an Economic Outlook for Leesburg and a status report on the implementation of the Business Development Strategy.

Downtown Visitor Information Center At the request of a group of downtown merchants, the Town of Leesburg created a Visitor Information Center in the lobby of Town Hall. This visitor center is staffed on weekends and holidays by Visitor Center Hosts from the Loudoun Convention & Visitors Association. Opened the first weekend in April, the Visitor Information Center provides information on Leesburg attractions and events as well as much needed downtown public restrooms.



Downtown Visitor Information Center

FINANCE

The Department of Finance provides financial management of town funds, advises the Council, Town Manager, and staff on financial matters, develops and monitors the town's annual operating and capital budgets, conducts management studies on behalf of the Town Manager, and serves as the purchasing agent for the town.

MAJOR ACCOMPLISHMENTS

Bond Rating Retained the town's A1 and AA-bond ratings from Moody's and Standard and Poors.

Finance Awards Received the Government Finance Officers Certificate of Achievement for Excellence in Financial Reporting for the Fiscal Year 2002 Comprehensive Annual Financial Report.

Received the Government Finance Officers Association award for Distinguished Budget Presentation for the Fiscal Year 2002 budget.

Online Bill Payments Successfully implemented the Automated Clearing House, which is a paperless system for citizens to enter into an agreement with Official Payment Corporation to accept online tax and water and sewer bill payments.

Financial Data Worked with the Department of Information Technology to increase access of financial management data to departments allowing them to make better budgeting decisions.

Fees Study Directed a consultant review of the town's fee structure and recommended changes to the Council for greater cost sharing with those using certain direct services.

Surplus Property Implemented written policies and procedures for the annual auction of surplus town property and established a partnership with the Loudoun County surplus store to increase town revenues.

E-procurement Increased utilization of e-procurement systems, initiated electronic ordering from various vendors.

Community Outreach Conducted mock budget meeting at Town Hall with 3rd grade students of Catoctin Elementary School to give them an understanding of how government operates.

FINANCIAL DATA

Taxes For the seventh year in a row, the real estate tax rate remained at \$0.22 per 100 of assessed evaluation.

Town

Real Estate Tax Rate \$0.22

Personal Property Tax Rate \$1.00

County

Real Estate Tax Rate \$1.08

Personal Property Tax Rate \$4.20

FY 2003 Budget

General Fund \$32,955,248

Utilities Fund \$26,941,469

Airport Fund \$ 1,215,341

Capital Fund \$ 2,437,000

Total \$69,275,223

STATISTICAL DATA

Direct Deposit & Payroll Checks Processed 14,330

Checks Sent to Vendors and Citizens 18,200

Personal Property Tax Bills Processed 27,000

Real Estate Tax Bills Processed 28,000

Water and Sewer Bills Processed 42,775

Budget Programs Reviewed to Develop Budget 59

Local Service Orders Issued 1,793

Procurement Card Transactions 6,468

Purchase Requisitions Processed 673

Purchase Orders Issued 715

PLANNING, ZONING AND DEVELOPMENT

The Department of Planning, Zoning & Development assists the Council in developing policies for the orderly growth and development of the town.

MAJOR ACCOMPLISHMENTS

Customer Service Reorganized department staff assignments to improve front counter customer service.

Zoning Ordinance Completed development of new Zoning Ordinance that was passed by the Council. This was the first comprehensive revision of the ordinance since 1990 and is much more user friendly. The new ordinance better reflects the types of development that is expected in Leesburg, and includes recently adopted environmental protections for creeks, valleys and floodplains.

Town Plan Initiated review and update of 1997 Town Plan. The plan will address future transportation, public services, environment, land use, housing and other issues to determine needs and policy direction for the next twenty years. The plan's completion is anticipated by December 2004, after many community meetings with citizens.

Streamlined Plan Review Process Implemented procedural changes designed to streamline the plan review process.



Historic Preservation Inventory Hired a consultant to assess 18th century structures in the town and create a booklet of walking tours. Sixty-eight percent of the funding came from a federal grant.

Old and Historic District Guidelines Revised the design guidelines for the Old and Historic District.

Transportation Modeling Worked with the Virginia Department of Transportation to reevaluate the transportation model for the greater Leesburg area.

Certified Zoning Officials Two Leesburg Zoning Inspectors were among the first in the state to achieve Certified Zoning Official status.

Town Arborist Formalized procedures to receive input from the Town Arborist in the development of Capital Improvement Projects.

Zoning Ordinance Amendment Adopted a zoning ordinance amendment to allow Wireless Internet Service Providers.

STATISTICAL DATA

Special Exception Applications Processed	10
Rezoning Requests Processed	7
Town Plan Amendments Processed	2
Occupancy Permits Issued	686
Zoning Permits Issued	1,543
Inspections Conducted	1,212
Board of Zoning Appeals Cases Processed	11
Development Plans Reviewed	74
Construction Drawings Reviewed	37
Subdivision Plats Reviewed	45
Easement Plats Reviewed	50
Boundary Line Adjustments Reviewed	24
Sketch Plans Reviewed	15
No Adverse Action Impacts Reviewed	7

UTILITIES

The Utilities Department is responsible for the procurement, treatment, and distribution of potable drinking water and the collection, treatment, and disposal of sewage for the town.

MAJOR ACCOMPLISHMENTS

Emergency Waterline Completed the emergency water line connection with the Loudoun County Sanitation Authority.

Water Treatment Plant Upgrade Completed construction of the Water Treatment Plant project to increase production to 10 million gallons per day.



Meter Reading Upgrade Completed installation of the radio read system for daily readings of water meters. This will allow for quick detection of leaks in the system both public and private.

Tank Siting Completed evaluations and acquired land for the Main Zone Tank No. 2, Route 643 Tank, High Point Tank and Carr Tank.



Construction Completed construction of the Biological Nutrient Removal/Biosolid Management Upgrade.

Completed construction of the Evergreen Mill and Cardinal Park sewers.

Pump Station Acquired land for the Woodlea Manor Mini Pressure Zone Pump Station.

Leak Detection Continued the aggressive leak detection program.

Water/Sewer Connections Coordinated the installation of 917 new water and sewer connections.



Sampling Installed bacteriological sampling stations in town in accordance with Virginia Department of Health.

Leak Repairs Repaired 60 water system leaks.



Security Completed installation of initial security measures at the water treatment plant.

UTILITIES ***(Continued)***

Compliance Complied with all testing requirements mandated by the Safe Drinking Water Act and the Virginia Department of Health.



Survey Mailed Consumer Confidence Reports to all water customers in the town.

Mosquito Control Worked with Loudoun County Health Department to monitor and control mosquitoes within the town to minimize the risk of mosquito-borne illness. The program included identifying mosquito breeding grounds, laboratory testing for disease, eliminating larvae from standing water, and applying larvicide in catch basins and on town property.

Biosolids Receiving Implemented a Biosolids Receiving Program with the towns of Round Hill and Lovettsville.



Pumping Station Coordinated construction of the Potomac Wastewater Pumping Station at River Creek.

Biosolid Reuse Implemented a biosolids reuse program which provides organic fertilizer free to town residents, for use on town property, and for marketing to landscape and agricultural users.

STATISTICAL DATA

Linear Feet of Gravity Sewer Lines	6,926,040
Linear Feet of Water Mains	8,842,680
Linear Feet of Sewer Mains Relined	8,800
Gallons Potable Water Produced	1,500,000,000
Gallons Wastewater Pumped	257,000,000
Gallons Wastewater Treated	1,417,416,667
Miss Utility Requests Completed	11,822
Linear Feet Sewer Lines Inspected	146,000
Number of Fire Hydrants Checked	1,353
Sewer Line Complaints Handled	190
Water Line Complaints Handled	350
Water Quality Complaints Handled	30
Public Facility Permits Processed	1,119
Water System Leaks Repaired	60

LEESBURG EXECUTIVE AIRPORT

The Leesburg Executive Airport serves as a gateway for travelers coming to and from Leesburg and the surrounding counties by providing a safe operating environment and modern aviation facilities for our fixed base and transient customers.



MAJOR ACCOMPLISHMENTS

West Side Safety Area Continued construction on the West Side Safety Area project to increase aircraft safety around the runway.

Airport Parking Completed construction on the Terminal Building Parking Lot project to provide much needed parking space to alleviate congestion.

Terminal Building Expansion Began the Terminal Building Renovation and Expansion project that will provide additional commercial space for leasing. The facility will also include a restaurant.



Terminal Expansion
LEESBURG EXECUTIVE AIRPORT



North Area Expansion Completed the North Area Expansion project that provides 12 new standard-size T hangers and 5 new corporate-size T hangers to meet the increasing demand for aircraft storage space at the airport.

North Apron Expansion Completed the North Apron Expansion project that provides new pavement and 10 additional tiedowns for outdoor airplane storage.

Emergency Preparedness Initiated a review of security measures at the airport and the development of an emergency preparedness response plan.

Hanger Development Began a study to identify the alternatives for development of approximately 93,000 square feet of corporate hanger space to be completed in FY 2004.



STATISTICAL DATA

Number of Occupied Hangers	61
Number of Occupied Tiedowns	128

CAPITAL IMPROVEMENTS PROGRAM

The Capital Improvements Program (CIP) is a guide for financial decisions, annual budgeting, and the coordination of major investments in the preservation and expansion of the town's infrastructure. The CIP shows how the town will address its public facilities needs and the types of funding sources. Projects in the CIP are designed to support the goals and objectives of the Town Plan.

MAJOR ACCOMPLISHMENTS

GENERAL FUND

RECREATION

Ida Lee Recreation Center Expansion Completed the renovation and expansion of the Center to include a new fitness room, warm water pool, racquetball courts, dance and aerobic rooms, public meeting rooms, classrooms, and expansion of the parking lot.

Freedom Park Completed construction and opened on April 5, 2003. This 20 acre park is located at the intersection of Evergreen Mill Road and Tolbert Lane adjacent to Heritage High School. The park includes four baseball fields, a football field, and a field house with concessions.



North King Street Trail Completed construction of a ten foot wide trail that will run along the east side of North King Street from Battlefield Parkway to Oakcrest Manor Drive to provide safe access from the northwest quadrant of town to Ida Lee Park and the historical downtown area.

STREETS AND HIGHWAYS

Catoctin Circle Construction Completed construction to widen the road from 2 lanes to 5 lanes from Crestwood Street to South Street, install 22 streetlights on Catoctin Circle, and upgrade the traffic signal for Fairfax Street at South King Street.

Fairview Street Completed construction to provide curb, gutters, and sidewalk/trail between Fairview Street north of Phillips Drive to West Market Street to allow better access to Morven Park and the Equestrian Medical Center.



South King Street Bridge Abutment Repair Completed repairs of several abutments caused by corroding reinforcement and friction from thermal movement.

Traffic Signal at South King Street and Country Club Drive Installation was completed to improve the orderly movement of traffic and increase traffic-handling capability at the intersection.

CAPITAL IMPROVEMENTS PROGRAM

(Continued)

GENERAL GOVERNMENT

Council Chamber Audio/Visual Upgrade Completed installation of audio, visual, and recording equipment to enhance presentations and facilitate citizen/Council interactions on town issues. This project was fully funded by the cable franchisee as a part of the franchise agreement



UTILITIES FUND

Water Treatment Plant Construction on the expansion of the plant's treatment capacity from 5 to 10 million gallons of water per day was completed to meet the increasing demand resulting from town growth. The expansion incorporated treatment processes that ensure the town complies with the Safe Drinking Water Act.



Evergreen Mill Road Watermain Extended the school system water line to Heritage High School.

Sewer System Improvements Replaced several substandard sections of main sewer line and 134 lateral connections at locations on Washington Street, Dry Mill Road, Queen Street, Tuscarora Drive, Catocin Circle, Church Street, Market Street, and Brandon Subdivision.



Cardinal Park Drive Sewer Completed construction of a gravity sewer on Cardinal Park Drive and along Route 7 to eliminate the use of 6 privately owned/operated commercial sewage pump stations that occasionally malfunctioned resulting in overflows.

AIRPORT FUND

West Side Runway Improvements Grading completed to eliminate ruts and depressions and bring the area into compliance with FAA safety standards.

North Apron Expansion Construction completed on new pavement and 10 additional tiedown spaces for outdoor storage of aircraft.

North Area Expansion Completed construction of 12 new T-Hangers and 6 new 60'x60' hangers at the north end of the airport.

SERVICE DIRECTORY

Town staff is available to answer questions in person, by phone, or email. We can come visit your school, business, or community group to talk about town services, or topics including crime prevention, the environment, neighborhoods, or local government. For more information, contact the department of interest or the Town Manager's Office at 703-771-2700. We are also online at: www.leesburgva.org.

EMERGENCY NUMBERS

9-1-1 Police, Fire or Ambulance assistance.

703-771-4500 water and sewer back-ups, street, traffic lights, sewer and water emergencies. During non-business hours.

Airport- Leesburg Executive Airport is a general aviation airport located at 1001 Sycolin Rd. SE. 703-737-7125.

Block Parties- Requests to block streets require Town approval. Contact the Police Department at 703-771-4500.

Brush Pickup- Brush - The town's Street Division provides free collection of brush (4-6 ft. branches no larger than 6 inches in diameter) on Tuesday s and Wednesdays. Brush must be placed at the curb by Monday evening. No call is necessary. For additional information call 703-737-7073.

Business License- Businesses operating in the Town are required to obtain a business license. For information call 703-771-2715. There may also be a home occupation permit, sign permit, or some other registration required. For information call 703-771-2765.

Building/Construction/Renovation Related Permits- In general, a town permit is required in most instances when a County permit is required (e.g., building, decks, significant interior renovations, etc.) . This includes occupancy and use permits. There may also be historic preservation requirements. For more information, contact the Department of Planning, Zoning and Development at 703-771-2765.

Cable Television- For service or billing problems, contact Adelphia Communications at 571-434-1730. If you cannot reach resolution, contact the Town Manager's Office at 703-771-2709.

Dead Animal Pick-Up- Contact 703-737-7073.

Decals- Town decals are required for all vehicles garaged in town by April 15 of each year. Contact 703-771-2702.

Drop Box- A night drop box is available for payments in the corner of the Town Hall Building at Market and Wirt Streets.

Historic Preservation- Assistance is available for property owners in the historic district. Contact the Department of Planning & Zoning at 703-771-2765.

Ida Lee Recreation Center- Full service center offering state-of-the-art equipment, indoor swimming pools, meeting rooms and banquet facilities. For information concerning the center and Parks and Recreation Programs call 703-777-1368.

Library- Balch Library is a history and genealogy library located at 208 West Market Street. To contact the library call 703-737-7195.

Recycling- Recyclables: Free weekly curbside collection. Use town-recycling bins, or place loose in trash cans. Trash cans used for recycling MUST have a "recycling" sticker on them in order to be collected. Contract trash@leesburgva.org or 703-771-2790 to request stickers. Regular trash will not be collected these marked receptacles. One blue plastic bin is provided free to each household. Additional bins may be purchased for \$6 from the Leesburg Government Center, 25 West Market Street, Leesburg. Damaged bins will be replaced free of charge.

Continued on next page

SERVICE DIRECTORY

(Continued)

The following materials may be recycled: Cardboard, paperboard, newspapers and magazines including glossy inserts, tied in bundles or put in paper grocery bags or recycling bin. Green, brown and clear glass bottles and jars, rinsed and with caps removed. Aluminum or steel cans, rinsed. Plastic bottles and containers, only No. 1 and No. 2 plastics, rinsed and with caps removed. Grass and yard waste includes weeds, leaves, prunings and small branches only. Place in paper lawn bags or placed loose in trash cans. Cans must have a "yard waste" sticker on them in order to be collected.

Right-of-Way Permit- A permit is required to place anything or conduct any work in the public right-of-way (road, sidewalk, median area, etc.) including trailers, dumpsters, or signs. For information call 703-771-2790.

Special Events Permits- A permit is required to hold a special event at town facilities, in area streets, or other public rights-of-way. For Block Parties call the Police Department at 703-771-4500. For all other events call 703-777-1262.

Special Collections- Appliances and furniture is collected on Fridays by request, no charge. Email trash@leesburgva.org or call 703-771-2790. Calls must be received by 4 p.m. on Thursday for same week pickup. Special EPA rules apply for any appliance containing Freon. Before item can be collected, the Freon must be removed by a certified technician who will then place a sticker on the appliance stating that it is Freon free. For more information call 703-771-2790.

Sign Permit- For information concerning types of signs, locations, and other factors, call 703-771-2765.

Snow Removal- The town provides snow removal on Town streets. Snow on major roadways is removed first followed by other streets. The Virginia Department of Transportation or Homeowner's Associations remove snow from roadways they maintain. For snow removal information call 703-737-7073.

Street Light Outages- Several power companies own street lights in the town. Contact your local company, Dominion Virginia Power at 1-888-667-3000 or NOVEC at 1-888-335-0500. If you are not sure who to call, contact the Department of Engineering & Public Works at 703-737-7073.

Street Repairs- Potholes, sidewalks, and grass areas call the Department of Engineering & Public Works at 703-737-7073.

Street Sweeping- Contact the Department of Engineering & Public Works at 703-737-7073.

Taxes- Personal property is due in October and real estate taxes in June and December. For information call the Department of Finance at 703-771-2760 (Personal Property) or 703-771-2723 (Real Estate).

Traffic Signal Repairs- Call the Department of Engineering & Public Works at 703-737-7073.

Traffic Tickets- The Department of Finance collects payments for parking tickets issued by the Leesburg Police Department. (NOTE: Contact the Loudoun County General District Court to pay all other tickets.)

Residential trash/recycling- Schedule starting Monday, October 6, 2003 -

SW and SE Quadrants and South King Street - Trash Monday and Recycling Thursday
NW and NE Quadrants, North King Street and W. Market Street - Trash Tuesday and Recycling Friday

Curbside Commercial schedule -

Trash - Tuesday, Thursday and Saturday

Friday AM Pickup for downtown Historic District ONLY. Historic District trash cannot be placed out until 9:00 p.m. on Friday for Saturday's pickup.

SERVICE DIRECTORY (Continued)

Recycling – Thursday and Saturday

Holidays: New Year's Day, Fourth of July, Thanksgiving and Christmas. If pickup falls on a holiday, collection usually occurs on the next day.

Recycling Drop-off Centers: The town also operates two recycling drop-off centers in the Wal-Mart parking lot off Edwards Ferry Road and the Bypass; and Food Lion parking lot, South King Street.

Hazardous Materials – should be taken to the County landfill or turned in during special hazardous waste disposal events. For more information contact Loudoun County Office of Solid Waste Management at 703-777-0187.

For further information call CSI at 703-444-3181 or Town of Leesburg, trash@leesburgva.org or 703-771-2790.

Trees- Leesburg's forestry program monitors trees in public areas, rights-of-way, and on town property. For information call 703-771-2765.

Water and Sewer Backups- Call the town **BEFORE** you call a plumber. Property owners are responsible for their portion of the water line. The town will repair town property once it is confirmed by town staff. If a plumber repairs town property, you will not be reimbursed. Call 24 hours a day:

8:30 A.M. to 5:00 P.M. 703-771-2750

After hours Police Department at 703-771-4500

Water and Sewer Service- For questions, service problems, or free water conservation kits, contact the Utilities Department at 703-771-2750. To start new service, contact the Department of Finance at 703-771-2702.

Water and Sewer Questions- Call or stop by the Department of Finance in Town Hall, 25 West Market Street or 703-771-2701 or 703-771-2702. An automatic direct monthly bank payment option is available.

Yard Sales- No permit is needed to hold a yard sale. However, signs are not permitted in rights-of-way, common areas, near sidewalks, medians, or roads.

Zoning Enforcement- Zoning staff enforces the town policy related to the location of signs, neighborhood nuisances (noise, odors, weeds) and land use in certain areas. Contact the Department of Planning, Zoning and Development at 703-771-2765.

DEPARTMENT TELEPHONE NUMBERS

Airport	703-737-7125
Balch Library	703-737-7195
Clerk of the Council	703-771-2733
Economic Development	703-737-7019
Engineering	703-771-2740
Town Manager Office	703-771-2700
Human Resources	703-737-7177
Information Technology	703-431-2232
Parks & Recreation	703-777-1262
Planning, Zoning & Development	703-771-2765
Police (Non-emergency)	703-771-4500
Public Works	703-771-2790
Town Attorney	703-737-7000
Utilities	703-771-2750